
Bombay state of emergency urged by industrialists
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 the people bave died and more than 700 have
ben iniured in iritut that appar to have been
fanned by Hind ons fanned oy Hundu groubs intent on ousting prim Tension continued as Murri Manohar Joshh
(centre), president of the militant Hindu (centre), president of the militant Hind Bu BJP
partr, reiterated his commitment to build Hind
 a month in custody tollowing the destruction
of Ayodhya mosque Page 4
Branson wins battle against BA: Richard
Branson and Virgin Altantlic airline won damage of 8610,000 (\$955.000) in a two -year legal hattie
against British Airways. Mr Branson accused BA of trying to put VIrgin out of business. Page
16; Editorial Comment, Page 15
Banco Espanof de Creditto became the
first bank incontinental Eorpe to repackage
corporate loans for resale to investors in a mo corporate loans for resale to investors in a move
likely to be copied by other banks which need likely to be copied by other banks
to boost capital reserves. Page 17
US motor glamts seek tariffss The US motor wo categories of imported vehlcles to persuade
Japan to reduce its $\$$ Si3b automotive trade surplus Japan th reduce its


 agreed to declare a ceaseffre and stamat disarning Standard \& Poor's, Wran Street creidt rating agency, said tbe slump in credit quality in the
US had reached its madir and was now improving
in certain areas. Page Grech and Slovak VA Czech and Slovak VAT protestas The
introuturtion of value added tax by the Czech and Slovak republics has provoked a public outcry
urging the reinstatement of price controls. Page2 Clifford charges stanct A Audge refiused
tidismiss a fraud and bribery indictment agains Clark Clifrord, the former US defence seceretary, Carton-boarard 'cartel'' probes European
carton-board makers have 14 weeks to prove the are not operating an ilegal cartel, or tace fines Braer inquiry launcheed An inquír into of oil tanker mivements nf the UK Creast atier the vessel ran agro
last week. Page 6
Japanese clain overstaffing: Many possibiitity that the country's social contract based
on lifetime employment could come under strain. Page I6; Mititexpects delisyed recovery, Page4 Saks Fifter Avenues A A audi prince has becom
a large investor in Saks Fitht Avene, ,he OS
dat

## Latest incursion seen as 'extremely serious' UN anger as Iraq again crosses Kuwaiti border

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| :---: | :---: |
| The Daited Nations Security |  |
| Council was meeting in closed |  |
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| termed "extremely serious" |  |
| aqi |  |
| the | Iraqi violation |
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| siles, weapons and ammuntion | Page 4 |
| $\mathrm{Mr}_{\mathrm{r}} \mathrm{Bo}$ | $\square$ Saddam pushes |
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| not adruit this hdind of violation | fire agreements. |
| and this kind of | cuss the options |
| ber | enior ministerial col- |
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| in Kum | cials pisyed down suggestions |
| sai | of imminent strikes against Iraqi |
| bod | foross, stressing that any action |
|  | would be agreed first at the UN. |
| tad been involved in the seizur. |  |
| arms from four weapons |  |
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| incursions by fraq very seriousis. | Diplomats in Nem Yoris sais |
| "This is a continuation of the pat- | ec |
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| Oucher Sta |  |
|  | was unclear whether there would |
| can be taken to ensure | be any ultimatum or threat of |
|  | A UN spokesman indicated |
| He sald the US wow |  |
|  |  |
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| ther measures might be taken. | ve materia. He |

## Clinton's deficit controls may fall short of pledges



## Grupo

Torras to sell stake in food group

 an Arab-led Investment consortium. Page 17 Sivimbi dentes MPLA claime Angolan claims that he had abandoned his stronghold, to fight government troops. Page 4
 to produce a chilidren's television channel for
STOCK MARKEI MNDCES ISTRALMa





## Bosnia peace hopes grow after Karadzic concessions

| By Robert Mauttmer in Ganeva | radio interview that the Bosion |
| :--- | :--- | :--- |

ATTRACTIVE, SUCCESSFUL, Venture Capitalists - looking for partners, with a view to mutually beneficial relationship. Please send particulars.

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German call to cut public spending

Yeltsin puts allies in
powerful positions

 teleevision network and an offi-
cian from the Gasprom
monas
monoly as the governments monopoly as the government's.
chief f statif
The chief of staff is consid.
ored more powerfil than any ered more powerful than any
minister, incluing the numeraus deputy prime ministers.
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media committe, to un the
Ostankino tele Ostankino television network
following Mr Yeltsin's sum
mary sacking of tis
 country.
Tres appointments are part of
reshuffle in which Mr Yeltsin is trying to balance forress
Cavourable to hiaself following
his confrontation with the conhis confrontation with the con-
servative Russian parilamen
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and
of Mr Vriktor Chernomyndinant as
prime minister. prime minister.
But Mat Yelisin'a transfer of
his allies in parliament to
senior government. posts.
 politicical rival most dangerons
Khashulatov.

Minority government in Stockholm seeks to save another \$1.7bn Sweden plans more spending cuts


Austrian
right in row over foreigners MR Jörg Haider, leader of party (FPO), has launched a
controversial ant-foreiener initiative with a narsh a dutack on
the country's political astab-
lishment lishment
Lm a weekend specch in Graz,
capital of tha province of capital of tha province of
Styrial Mr Haider attucked the
broad coalition of poilticians, hurch leaders. journalists,
ntellectuals and artists formed n recent weeks to thwart his
drive for an andi-foreigner peti-
tion. Austrian voters will be able
os sign the petition, which calls
or sticter
 Mrinning Januarr, 23.
Haider is counting on as
 reties, as well as the Ausustrian ave appeaied to the voters the
grour the pettion which the
say is designed to incite hatred against immigrants. form, "SOS Nelighther", plat
has
Atracted ainst xenophobia to cotncicid erirlon-singing waek The strongest onposition tho
the risht-wing initative has
me from the Roman Catholithen Last Sunday, leanfets calling tolerance and ethnic hay The gerchers across Austria as a test of $M \mathrm{Mr}$ Haiders appeal Less than 500.000 sig mature


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Irish coalition prepares for a short honeymoon



Carton-board 'cartel' check

## EC, US go for broke on tariff reductions

Tin


A new cross-border payment system is being launched in Europe. Partnership between the above financial organisations has led to the creation of EUROGIRO - an integrated electronic network which will set new standards in transferring payments across national frontiers. The EUROGIRO network will provide secure and paperless crossborder payments between any of the 40 million private and business customers of these organisations.
EUROGIRO will do so at low cost, at high speed and with great reliability. And it will provide the basis for a range of products
designed to handle all types of transactions - from small, single and infrequent payments, to large, multiple and regular ones.
That's why EUROGIRO represents an important development in cross-border payments - and a form of monetary union which can win everyone's vote.

the fast, cost-effective payment system

## Miti expects recovery to be delayed

Savimbi says MPLA has not captured headquarters

 and his Unita forces were still
batttizg giverument troops.
Reater reports from Johannesarg.
II is a lie that my bouse is
IMPLA ( goverament) hands. group's radio, The Voice of the The hatte for Huamho,
Angola second most Impor.
Ant city has been racing for cant city, has benan raging for
thre itays, with litlie indepen. ent information reaching the wildly connicicing claims.
Diplomats in the capital,
Luanda, believed yesterday
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## Whites plan South

 African exodusA South African researc
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than 250,000 whites ing of emimgrating weecause of econorit problems, crime and
political
uncertainty, Renter Sueports frears were alsonnonesshante. ng forelgn professionals from
 "frightening number or of whlte
school-leavers, particularly Afrikaans-speakers
thinking of leaving

Saddam pushes UN resolve to the limit


| By Chartes Leadbeater <br> In Tokyo <br> MR Noboru Hatakeyama vice-minister at the Ministry o try (Miti), said yesterday the Japanese economy would begin earliest as official figures showed that deep cuts in industrial investment are continuing unabated. <br> November tore orders last <br> November were 29.8 per cent down oo the same month in <br> 1991, with orders from tha <br> automobile industry down 43.8 <br> per cent, according to the Machine Tool Builders' Association. <br> Orders for general industrial machinery last November were month in 1991, witb exports down 84 per cent, according to the Society of Industri <br> Machinery Manumacturers. Mr Hatakeyama said Japanese industry had divided into three groups in the past five montbs: industries such as cars, semiconductors and home appliances in which shipments Were down by about 10 per ers and air conditioners where shipments were 20 per cent down; and tbose such as machine tools wbere the falls had reached about 40 per cent. He disclosed that, over the past four months, 75 industries bad applied for government |
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## Sharif worried over

 relations with India
 about deteriorating relattons
witb India following an psurge in Hindu-Moslems vio-
 ntervlew witb the Flnancial


Nawaz Sharif: "tenston is not
good for either country"
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## UN rociolution on the ned bourder:

 IN A resolution running to 34 operative paragraphs,approved on Apriri 3 191., the UN Security Council called
on the secretary-general "tn lend assistance to make on the secretary-general "tn lend assistance to make
arrangements" with rraa and Kuwait to demarcate their
boundary, writes Our UN Correspondent in New York. Thar. wroutes our UN Correspondent in New Yorid. that boumdary and "take as appropriate all necessary
measures to that end in accordance with the Charter".
After a series of meetings in New York and Geneva, the After a series of meetings in New York and Geneva, the
UN Iraq-Kuwaits boundary demarcatinn commision, set up under the resolutlon, announced that physical demar-
cation of part of the border was completed last November.
The commission decided that the line should be moved cation of part of the border was completed last November.
The ocmmission decided that the line should be moved
north effective nn January 15 next Fridy. Bnt a map of the proposed changes has not yet been issued. However, a
commission nfficial said yesterday that at the widest point commission nfficial said yesterday that at the widest point
the loss of Iraci territory under the proposed changes
amounted to nn mre than about 70 metres. A filghtexclusion zone nnrth of the 36th parallel was
imposed on Iraq after the Gulf war, mainly to protect the oppressed Kurs. Coalition members invoked Seccurity
Council Resolution 688 of April 1991 which demanded that President Seaddam Hussein sthp oppressing his own peoPles. The resolution did not threaten force. But last week,
in
ivivig Iraq 43 hnurs to withraw anti-airraft misciles Shias. the US, UK and France warned of an
declive response if Baghdad didid nit comply.

## 1992

End-July Iraqi troo






 OS presidential elecition
campaign moves buard
climax with the vktorty of Bill

 gircraft made more sortitise in
the southern excrusion
but no shots were fired at

## 1993




 removal of batteries within

 movement of missles, astwell
as aircraft,
hinatlly roncluding, all the batteries had been Ismantied and moved back
to originan sites.
Ionnary 10-11: Iraqis cross Kuwaiti border and seize abandoned armaments and
begir dismanting naval lase
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prevent UNT Heami moves to trom conim preverant UN treams from conimg
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HK delays democracy legislation

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## Perot's return fires talk of White House ambition

| By Jurek Martin in Washington |  |
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| relannched hls grassroots national poltical organisation |  |
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| United We Stand Argerica, by |  |
| inviting anyody willing to |  |
| pay $\$ 15$ to sign up as a mem- |  |
| Just 10 meeks after captur- |  |


 Argentina draws foreign scavengers Companies rush nies arector, forreign compa
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the pieces
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years the govermment has prit
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Ilk itars demorar leyisian

$\qquad$ companies
Mr Roberto Roca, president

Nicaragua expand sas substrabtinutor, puims time to
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 Mr Peter Lemmann, who
headed the Metrogas accuuisi
hon, says Argentina repre sented ans Anrgentina repre
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easily excess of the profits well in
yield on 4 the per cent deht, the benche barky invent TThe risks are still substanonahly stanle economy aud buyers think the government
has set the prices they can
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reducing inflation and devalua Foreign investors also bope
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boost the economy and raise
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## Judge refuses to

drop fraud charges against Clifford
 tees.
The privatisation process
still has some way to go. The s.i. has some way to go. Tu
governunt wily goon betin
noating off nesidual minority shareholdings in privatised
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beginining of the blpege priva s2bn And this year will se the
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| Alan Friedman | ledge of BCCIs secret of First American Judge Bradley dis |
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| ge | broader conspiracy charges |
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Mr Perot whose anlmosty
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Bush was consplcuous last towards aresident Ceorge
Bearh was consplcuous last
year, yesterday declined to


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 and delays in promised US aid.
It was accompanied by mea.
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higher tarifs on imports of
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President Violeta Barrios de
Chamorro heralded a s shift Chamorro heralded a shitit
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the National Avsem hly that social Issues would be
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through Managua demanding
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Correction Mexican inflation Due to an editing error
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Decem


## You'd expect a law firm to be legally astute. But business acumen, too?

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Cooke (071-248 4141), Nigel Kissack (061-834 7760) or David Edniundson (051-227 3060).


# Oil tanker movements face scrutiny 

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## MPs back curbs on snooping

 By tro Dawnay,poltical Correspondem
CROSS-PARTY support for
legislation to prohibbt snooplegisation to proniblt snoop
ing whether hy electronic sur-
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Calcutt report on press behav
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Sir David Calcult's teeth in
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The
aTc The Cabinet, which will dis
cuss the report on Thursdy,
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Mr John Me Mijo divided on the question. While
Mr Jo hn Major. Mr Dowglas
Hurd snd Mr Kenneth Clarke are understoon to fissour
action, others are dubious over haw feasible elt will be to devise
helfective legishation. eitective legislation.
Fat the oppostion Labour
party, Ms Ann Clwyd accused some editiors of an "hysterled was now a lot of support acroses the country for statutory
restraints on the press, she
sald. Ms Cluyd supports a bill

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\section*{Construction industry fears further decline <br> 

## New head of BBC p plans big shake-up

## Court told of 'simple'

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POWER GENERATION

## British Coal chief says public misled on costs

By David Lasceilos,
Resources Editior
MR NEIL CLARKE, thar ish Coal took pubbicicined isuru wit
Proo Stephen uttlechild, the

- electricity reguator, accusing
him yesterdyay
the public over the costeading the publico over the cost of gen In an unusual step. Mr
Clarke publused a letter he sent to Prof Littlechill hijgh
legting what be described a serrious sbortcomingss in his my using "a very selective
mind Sistlechild had created the mis anen impression that coal was
an expensive way of generating electricity, he said. Christmas. Peport Just before determine whetber the retional electricity compane thes
were purchasing power ieco.
He concluded that they were.
but in the process indicated
that coal-based elesticity but in the process indicated
that coall-based electricity con.
tracts were the that coal-based electricity con.
tracts were the moet expen.
sive, followed by nuclear and Although Prof Littlechild'a
report was only $a$ prepude to a
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the end of thit caused a furore thecause it coin. cided with the coal review
being conducted by Mr Michael being conducted dy Mr Michael
Heselinet the trade and Indus.
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 like. to compare like with assamptions about the role reeting UK demand for elec-
tricty.
Helso complains that Prof Littlechild stressed the positive
eapuras of as witho
ning those of ning those of coan, and that he ortrayed cool as permanently
high cost despite the steady mprovement
productivity.
Mr Clartit Ma Clarke goes on to say
that careul study of Prof Littlechild's own findings
showed that coal was competitive with other ffell sources.
including ooal imports, and
offered distinct advan Hifered distinct advantages.
He also stresses the doubts
expressed by Prof hittlechild over whether the electracity
generathen were passing on the
full beneifits of lower coal mrices to their customers
Mr Clarke suys tride Brish
medla selzed on a key sentence medial selized on a key sentence in the press release on the
report which seld that coal
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sive
ci fear that the misconcep. tion arout that the funda mencental
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 A spokesman for Pror Little
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the report
Britith - Britisist Coal's operation
should be licensed to the prishould be licessed to the pri
vate sector rather than priva-
tised, according to tised, acconding to Mr Milolm
Edwarrs, the former commer-
cial dirrector of British Coal
 Speaking in London yester-
day., , se sidid The mines would
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show whether it could do bet private sector would be able to
show whether it could do bet.
ter, and there would be some
. ter, and there woun
chioce for coal
within the UK.

Mitsubishi to build $£ 12 \mathrm{~m}$ air conditioning plant in Scotland

Ay James Burtor,
Scottish Corresponden

- MITSUBISHL Electric, the MITSUBISHI Electric, the
Japanese consumer products
group, is to set up a factory in Lisvingston Scotland, to make
air conditloners. The 95,000 square foot plant, invelving a
investment of s 12 m , will employ 2000 peopple
The plant, die to open next
 Slectric employs to scotland
The Japanese. company

sidlary Apricot Computers. land "because we feel at home $\begin{array}{ll}\text { manufactures personal com: } \\ \text { puters at Glearothes } & \text { FYe } \\ \text { here. }\end{array}$ Mitsubishi Electric's other European plants are in other Dubilin, ireland
The plant manufacture air conditioners for tor the Eurcto-
pean market Since Britain is pean market. Since Bitaim is
not at strong market for air conditioners the Scottish
in ward investrent hody,
Locate in Scotland regeris in ward investrment hody,
Locate in Soctand regard
Mitsuhish I Electric's decilisis





## NEWS: UK

## Consumer caution slows demand for credit

By Emma Tuckar,
EEComomics Staft
CONSUMER borrowing rose
only modestly in November only modestly in November
indicatitng people are still cau--
 Offrcial figures out yesteriday
showed consumers borromed a
net 15 m from lenders net $\mathrm{El5m}$ from lenders in
Noomber less than the ovember less than the 575 m hcrease disappointed econo-
substantial rise.
The liatest
total rise in in credit in theok the thee mont ths to the end of Novem
mer to 331 m conmared repayments of of arred with net in the
three months to the Arree months to the end of
Arenust. Nevertheless trend in demand fors credit
remains impains nlat, reneerting the
impartance attached to debt repayment hy consusumers
The maber
suggest that rise in November
 to stimulate a recovery
uras from the Central Statist
spending. Figures last
Nolse stomer show that in
debt. They do. however. pro vide a useful snapshot of con-
sumer behaviour, rellecting in umer beehavivour. releccting luctance of British consum ers to borrow.
The sugishness of con
sumer borrowing in receht sumer borrowing in recen
months underines expectamonths underlines expecta-
tionts for der slow economic
recovery with consumers, chas. recovery with consurers, chas
tened hy ising unemployment tened dy rising unemployment
continuing to make the repay Hard work can be bad for business By Catasinin entuon.
PART OF the secret of a
healtby workforce may be healthy workforce may be
encouraging staff to mork leas
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tion directer Thorpe, produc
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ine way the company had
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tackled stese-reated illines.
A letter from Zenea Phar A letter from Zeneca Phar-
macentical's chief exechtre
officer
sent to department heads as part of the comartmenn's
strass management strategy
warned: ulf mort warned: "IIF work takeesy
more than a reasonable pro-
 A visttor examinntgg a hanst of the late Robert Maxwell at the tycoon'e home et Headington Hill Hall in Oxford yesterday.
The bust is among the contents of the house which will be anctioned hy Sotheby's on Thursday

Pension panel wary of sweeping reforms By Norma Cohen,
Investments PROF Roy Goode, chairman of revitew committee, yesterday
sigalled that the panel would signalled that the panel would
be rellectant to recommend
sweening sweeping legal changes which
might deter empiovers from
magnt maldng pension provision
han also said ehoped to mit-
Igate the effects of tongber
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MANAGEMENT: THE GROWING BUSINESS

MLesminemgit

The plight of small and medium-sized companies which need export finance is raising increasing concern. Charles Batchelor reports

# Credit where it is due 







## The best places to go for help and advice

ol Dunford, chairman of the Lonnance committee. "Export support he grounds that we must get rid of
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BUSINESS OPPORTUNITIES

| Management research is a relatively newly established social science field withln the UK. Research on management - incorporating themes such as human resource management, internationalisation, corporate governance, quality, competitiveness and much more - is conducted in at least 85 UK universities and colleges. The ESRC has resolved to review the quality, relevance and inpact of this research and to examine the infrastructure that supports management research. To pursue this objective it has established a Commission on Management Research which will publish a report on the character, quality and potential of management research in early 1994. The Commission is chaired by Professor George Bain, Director, London Business School <br> The Commission wishes to consult widely and to obtain the views of business and public sector managers, nesearchers, learned bodies and professional institutions on UK management research. Further information can be obtained from: Commission on Management Research, Economic and Social Rẹsearch Council, Polaris House, North Star Avenue, Swindon SN2 IUJ. Tel 0793413112 email: COMR © UK.AC.ESRC.Prime. A. |  |  |
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| DOES YOUR COMPANY NEED FINANCE? UK and European Companies! |  | MARINE ENGINES, etc <br> Substantial stock of pew and reconditioned Panman Marine Engines and spares, Kohler Generarors and spares, etce all having an approximato company cost of $£ 350,000$ $\qquad$ TBEATY <br> For further detrails, please contact Neal Weekes on 0714076365 |
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| contact: Oscar Williams on 071-353 4212 or write to: Capital \& Mangement <br> Hamillon Housc, Victoria Embankmens, London EC4Y Offi |  | South East UK lorry business and repalr faclity operaikng from premises secks sale or merger to allow improved utilisation of site/management. Principals only. Write Box A4621, Financial Times, One Southwit Bridgr. Laodon SR1 9HI |
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FINANCIAL TIMES TUESDAY JANUARY 121993


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| Majority ahareholding for sale in long established building and domestic development company situated in the North West. An area in which a strong trading position has been maintained and where opportunities exist for tremen, expansion. Building turnover being circa $£ 3 \mathrm{~m}$, developments being around 10 units per year. Genuine enquiries only - no tima wasters. <br> Applications only considered by letter marked <br> Private and Conidential to: <br> Robert A. Fletcher B.A., <br> Fletchers Solicitors, 162, Lord Street, Southport PR9 0QA. |
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 FOR SALE ONE OF AMERICA'S FASTEST GROWING SMALL COMPANIES,

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## Lilley PLC (nneacesamitiv

By virtue of the receivership of the Lilley group the following are available for sale:

## CONTRACTING:

## National contracting

This division operates as a main contractor on specialist construction contracts in tunnelling, piling, roads, engineering as well as international contracts. Headquarters are in Glasgow with an office in Nuneaton. Main features include.

- Turnover of approximately $£ 30$ million in the 9 months ended 30 September 1992.
- Well respected and experienced management
- Excellent reputation for quality and performance
- Current order book £23 million

Contact: lan Powell, Price Waterhouse, 1 Blythswood Square, Glasgow G2 4AD. Telephone: 041226 4593. Fax: 0412215563.

## Lilley Scotland

This division operates as the main contractor in industrial, building, marine and general civils contracts with acknowledged expertise in these areas. Headquarters are in Glasgow with offices also in Grangemouth, Crimond and Gibraltar. Main features are:

- Turnover of approximately $£ 37$ million in the 9 months ended 30 September 1992.
- Loyal and experienced management.
- Current order book £8.2 million.

Contact: lan Powell, Price Waterhouse, 1 Blythswood Square, Glasgow G2 4AD. Telephone: 041226 4593. Fax: 0412215563.

## MDW

This company specialises in the building and modernisatlon of commercial properties, schools and hospitals. The company is based in Glasgow with an office and depot in Edinburgh. Main features include:

- Well established Scottish construction company.
- Turnover of approximately $£ 44$ million in the 9 months ended 30 September 1992.
- Current order book £19 million.

Contact: lain Bennet, Price Waterhouse, 1 Blythswood Square, Glasgow G2 4AD. Telephone: 041226 4593. Fax: 0412215563.

## Eden

This company operates In the roads, sewerage, drainage, design and build and mechanical and electrical areas of the construction business and has specialis experience of the nuclear power industry. The company operates from Carlisle, Altrincham, Washington and Wakefield. Main features are:

- Largest civil engineering contractor in Cumbria.

Well established in North West England.

- Turnover of approximately $£ 28$ million in the 9 months ended 30 September 1992.
- Current order book £18 million.

Contact: Ed James, Price Waterhouse, 89 Sandyford Road
Newcastle-upon-Tyne. Telephone: 091232 8493. Fax: 0912619490.

## Hatfield Construction/

## Kingham Construction

This formerly profitable sub-division is a small specialist building contractor operating in the South East. The division is based in Hatfield. Main features:
Turnover of approximately $£ 7$ million in the 9 months ended 30 September 1992
Current order book £4 million.
Contact: Peter Spratt, Price Waterhouse, Thames Court, 1 Victoria Street, Windsor. Telephone: 0753868202 . Fax: 0753833528

## Robison \& Davidson

The company is not in receivership. It operates as a housebuilder in the private housing market and on a contract basis, provides modernisatlon and housebuilding services to local authorities and housing associations. The head ffice is in Dumfries. Main teatures.

- Long established company, autonomous within the Lilley group
- Well respected in South West Scotland and in Ayrshire
- Turnover for 8 months ended 31 August 1992 approximately $£ 19$ million.

Approximately 30 sites with planning consents for development land and work in progress.

- Profitable trading history

Contact: David Franks, Price Waterhouse, 1 Blythswood Square, Glasgow G2 4AD. Telephone: 041226 4593. Fax: 0412215563.

## Lilley Construction Southern

This sub-division operates as a civil engineering and building contractor in th South of England. The sub-division is based in Hatfield. Main features

- Turnover of approximately $£ 12.6$ million in the 9 months ended 30 September 1992
- Current order book of $£ 2.9$ million.

Contact: Peter Spratt, Price Waterhouse, Thames Court, 1 Victoria Street, Windsor. Telephone: 0753868202 . Fax: 0753833528.

## Standen Construction

This company is a general building contractor operating in the East Midlands. Main features:
Turnover of approximately $£ 10$ million in the 9 months ended 30 Sept. 1992 On local authority tender lists.
Contact: Richard Rees, Price Waterhouse, Victoria House, 76 Milton Street, Nottingham. Telephone: 0602 419321. Fax: 0602475225.

## Lilley Construction Midlands

This division operates as a civil engineering contractor and is managed from Nottingham. Main features:

- Turnover of approximately $£ 7$ million in the 9 months ended 31 Oct. 1992
- Blue chip customer base.
- Current order book of $£ 1-2$ million.

Contact: RIchard Rees, Price Waterhouse, Victoria House, 76 Milton Street,' Nottingham. Telephone: 0602 419321. Fax: 0602475225.

## Henry Jones

This company operates as a building and general contractor based in Hampshir with an established business base with government agencies. Main features:

- Turnover of approximately $£ 14$ million in the 9 months ended 30 Sept. 1992.
- Current order book of $£ 11$ million.
- Well established local name.
- On MOD and PSA tender lists.

Contact: David Blenkam, Price Waterhouse, The Quay, Dcean Village, Southampton SD1 1XF. Telephone: 0703 330077. Fax: 0703236252.

## HOUSING

## Standen Homes

This company is a well known house builder operating in the Nottingham area. Main features:

- 13 sites under development mainly in East Midlands
- Good local reputation.
- Turnover approximately $£ 5$ million in the 8 months ended 31 August 1992 representing 63 completions.
Contact: Richard Rees, Price Waterhouse, Victoria House, 76 Milton Street, Nottingham. Telephone: 0602419321. Fax: 0602475225.


## Lilley Homes

This company is a small house builder based in Glasgow. Main features:

- Three sites in and around Glasgow.
- Other property interests.

Contact: lain Bennet, Price Waterhouse, 1 Blythswood Square, Glasgow G2 4AD. Telephone: 041226 4593. Fax: 0412215563.

## REAL ESTATE:

## Lilley Developments

The real estate division of the group comprises properties and property interests held by a number of different companies, all of which are in receivership. Main features:

- Portfolio of properties and property interests.
- Commercial and residential planning consents.
- Properties generally based in East Midlands and Home Counties. Contact: Richard Rees, Price Waterhouse, Victoria House, 76 Milton Street, Nottingham. Telephone: 0602 419321. Fax: 0602475225.


## Eden Properties

This division of the group holds a number of properties in the North of England. Main features

- Portfolio of commercial properties.
- Based in West Cumbria and Northumberland.

Contact: Ed James, Price Waterhouse, 89 Sandyford Road Newcastle-upon-Tyne. Telephone: 091232 8493. Fax: 0912619490.

## OTHER:

Piper Plant
his company hires operated and non-operated plant and accommodation units from two depots in Glasgow and Rugby. Main features:
Experienced management team.
Turnover of approximately $£ 5$ million in the 8 months ended 31 August 1992 Contact: lain Bennet, Price Waterhouse, 1 Blythswood Square, Glasgow
G2 4AD. Telephone: 0412264593 Fax 0412215563 62 4AD. Telephone: 041226 4593. Fax: 0412215563.

Price Waterhouse
ew castle-upon-Tyne. Telephone: 0912328493 Fax: 091
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| PLC SEEKS REVERSE Small USM company，soundly financed，sceks major reverse Lukeover．Candidate companies thould have a five year profit record，shoold be making annual pre lax profis of an leasl fam end have growth potential． Management contro avaiabise． Would swil any ype of business． Principals only write Box 14672． Financial Times，One Southwork Bridge London SEI OAIL | BUSINESS WANTED <br> Major internationel Company sceks to acquire Fire and／or Security businessos in the South East． <br> Principals only pieace writo or celephone <br> Barons Financiaz Servicos（UK）IN <br> 24 Parkeide，Knightobric Landon SWIX 7JW Td 0718232862 <br> pax 0718231703 |
| Manufacturing <br> Business Wanted Thurnover 50.5 m － 55 m Need not be profitable Phone 0407762391 ext 222 <br> All calls confidential |  |
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| BUSINES |  |
| RACEHORSE OWNERSHIP <br> Barry Hills，one of the leading U．K．Flat Race Truiners，hos two well bred 2 ycar old colts which were purchesed at the Tattersalls Auhumn Sales．They are eligible to run in the Houghton Sales Stakes E500，000． <br> 1 am seeking 5 shareholders per horse to join with me in thls venhire．The total expenditure will be the nett cost to include all outgoings until the and of the 1993 season． <br> Cost per Share 19，000． |  |


| AUCTIONS |
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| COURT OF CAGLIARI： <br> NOTICE OF AUCTION <br> Exacution no． $71 / 89$ versus SUIZO SARDA Spa with maln offico in Caglani． <br> On 25th February 1993 at 11.30 a．m．the auction sala of the bulikedng doscribed herowith wifl tako placc： <br> Hotor complex named Hotel Capo Bol in Vllasimus．Capo Boi， rogistered at the Land Registy office under $F 19$ maps 31／a． 32／a，34，50，51，68／a，691／2 and 101；subject to amnesty charges． <br> Bastic prico：Lte 20，000，000，000 <br> Minimum procressite blet it 4，000，000，000 <br> Depostt and fies． $30 \%$ of basic price to the Courts office by 22nd Feoruary 1993，at $1: 00 \mathrm{p}$ ．m． <br> Residual amouint to po paid within 30 days form actudcation in compliance with the consolkation Act regulations on mortgage crodit <br> DIRECTOR＇S COURT <br> E．MENEGUZZI |



INTERNATIONAL TAXATION The Financial Times proposes to publish this survey on 18 February 1993
Should you be interested in acquiring more information about this survey or wish to advertise in this feature please contact：Sara Mason
Tel： 0718733349 Fax： 0718733064 mimancamitmes

| CONTRACTS \＆TENDERS |  |
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BUSINESS AND THE LAW

Cement cartel court setback



Revolution sweeps fees
The recession has given the client whip hand in terms of designing flexible charges, writes Robert Rice

"I'M PREPARED To LET you have your



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## London gets a diffused view of the Bolshoy

This company needs full-length ballets to do justice to its talents, says Clement Crisp





 Opera in Chicago

## Pelléas and Mélisande

| Something is stirring; more, surely <br> than the sumple centenary of the original Maeterlinck play. The <br> present abmindance of proinctions of Debussy's opera suggests a <br> deeper reverberation fromin one <br> Jin-desiecle to the next, the new version at the Chicago Lyric Opera <br> does not want to tell us very much <br> Robert Israel's designs helpfully <br> spgesest realistic peopie in a non-realistic place the suits <br> non-realistic places the suits and long dresses are sober, the palace <br> of Allemonde holds at a momeot <br> of shock, with a panelled <br> into a forest of slender pillars, behind which a band of <br> ultramarine is an abstract sea <br> But the production, by Frank Galati, sentimentalises the action <br> towards exactly the kind of <br> bourgeos anecdote Depussy wanted to avold and has the <br> characters looking as if they've been mislaid by Noel Coward. <br> Been mislaid by stands around cot knowing <br> What to do with his hands; <br> in sobs st the end of the tower scene. <br> Slap against the literalisn, however, is the donbling of the <br> role of Yniold, who is acted by $s$ boy but sung by $s$ woman, and <br> not from the wings but right there on stage, in costame, as if the lady <br> were his ourse telling hime what to say, while everyone else - and <br> especially Goland in the most <br> has to pretend she is not there et <br> this could have been a powerful <br> Other strange mistakes include <br> the restoration of a sceme Debussy cut from the play - that of the <br> servants washing the castle, done in dumbshow during the prelude and the dropning of symbolical <br> and the dropping of symbolical <br> caravel when Pelleas and <br> chart or a horse to bring hom |  |
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## ARTS

Veronese's 'Marriage at Cana' restored

## Jones' new production of Der nilegende Horlinnder. Jan 27: first of tour pertormanaces by ol four performances by Nederlands DSn Theater ( 6255 455) <br> - BRUSSELS <br> Kielat'a play Amphytrion opens tonight at Theatre National, and runs dally except Sun and Mon till Jan 30 (217 03033 . Phlippe Harreweghe conducts a Purcel evening naxt Mon at the evening naxt Mon at the coneravatoira Royal de Mueiqu $(507$ 8200). Peter Mussbach's (507 8200). Peter Mussbach's productlon of Jenacek's Fromined pro Housa ol the Dead is ravived the Housa ol the Moad nale, end nexx Tues at tha Monal runs till Feb 2(219 8341$)$ <br> - CHICAGO. CHICAGO SYMPHONY Danial Baranboim conduct Elgar's Callo Concerrono Alliiaon Eldredga) and Bruckenend Frl at Symphong lomorrow and and Orchastra Hall. Thus, Sat and next Tes. Tristan und lsolda next Tues: Tristan und lsula Act 2 with Siegried J Jursalem Act and Waltraud MMIar ( ( 435 6666) cHICAGO (YRIC OPA CHICAGO LYRIC OPERA Lucia Mazzarla and Gluseppe Sabbatin' tsar in La boheme on Satabaind naxt Fri Lat Civic Opera Sat and nan Housa. Jan 2 firat night of new Housa Jan 2s: firat night of new provuction of Das Rhalngold ( 332 | produc |
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| 2444 | <br> INEW YORK SAZZ Spyro Gyra, one of tha most successfful groups in successingry iazz, pleys thia contemporay weak at tha Blua Note Jazz Club



- AMSTERDAM


conducts Orchestra and Chorus
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Missa Solemnis. Sat Jacques Missa Solemnis. Sat Jacques
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Wallace Shawn Ends next Tues
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Main d'or, Paris 11 te , tel 4805 Main d'or

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## - WASHINGTON

 KENNEDY CENTER The Secrat Gardan ananchanting mulcal based on anchan
tha novel by Frances Hodgson
Burnett can ba seen at Burneth can ba seen at tha Op
Houae dally till Jan 31. Tonlght touae dally till Jan 31. Tonlght
in the Concert Hall: Mstialsv
Rostropovich Cold Rostropovich conducts National
Symphony Orehestra in works Symphony Orchestral In works
by Wolif Dvorak and
Shostak Shostakovich, with cello solo
Natalaia Gutman. Thurs, Fri Natatia Gutman. Thurs, Fri
atfernoon, Sat Rostropolch
conducts works by Brahms. afternoon, Sat Rostropovich
conducts works by Brahms.

Washington Snopera's repertory at Elienhower Traeatepertory
of Don Posquale (Frists snd naxt Mon, with Paolo Montarsolot La
Cenerentola (Sat snd next Tues) and Bizet's Pearl I Iishers (Sun
afternoon). Fri in Terrace athernoon). .trin in Terrace in works by Hendel and Bsch.
 dance compsny ( $202-467$ 4600),
Krasnyarsk Dance Company of
Siberia Sisbria can be seen on Friin of
the Concent Hall $202-833$ i 9800 ) the Concert Hall (202-833 9800)
BALTMMORE SYMPHONY BALTMMORE S
ORGESTRA
David Zinmen by Bid Zinmen conducts works
on Fri, Sat and and Sund Copland on Fri, Sat and sun at Joses Meyenor
(410-783 8000 )
ara Resancrant Tom Snd Gulldarstarn popular play giving a aideways look at Hamlat. Opens tomorrow,
till Feb 14 (Studio Theater 202-332 ${ }^{3300)}$ It's the Truth, if you think It ls: Pirandello's mystary thrillar
directed by Livlu Ciulel. Opens directed by
on FI, till Fab 21 (Arans stage
202-483 330 ) 202-488 3300 ) Marlowerd $11:$ Christophay
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Thaater $703-739096$ ) Compeny. Tiil Fab 8 (churc
Thaater 7 To3-733988)

- La Bete: David Hiraons - La Beste: David Hiraon's
modern varsa comedy about en actilng troupse II 17 thy century
Franga. Till Feb $s$ IS France. Tillil Feb 9 (Source
Theatar 202-462 1073) Theatar 202-462 1073)
A Moon fir the Misbegotten
Eugene O'Noill's play about tha
 Carlyte Afrlcan Company:
 who put on their own version
of nichard III. in repertory till Oi Aichard III. in repertrory
Mill
Blorch 28 with Athol Fogard's Blood Knot (Kreegar at Arens
Stage 202-488 4377)

 Michel Pettruciani. Thurs to Sun:
Gill Scot-teron GII Scott-Heron, Jazz vocals. Na
Mon: Elthar Orchestra, Jaiz
ansemble (1073 Wisconsin Ave, ansemble (1073 Wisconsin Ave,
In the allay, 337 4141)


## EZURICH

William Shlmall sings the titte
rola in Don Giovanni tonight and Thurs at tha Opernhaua, In a cast Thurs at tha Opernnaua, in a cas
also inclulng Ann Murray and
Cecilia Bartoli. Tomorrow and Sat: Elhancin Miller's naw production ol schraker's Die Gezzaichnoten. Sun, naxt Thurs and Sat: Nikolaus
Harnoncourt conducts Ponnella production of Cosi lan tutte, with Lucia Popp. Sun morning: Sandor Veaturing works by Morzart, Haydn featuring works by Mozart, Hay
and Schubert (262 0909) Vaughan Williams' ${ }^{\circ}$ Oboe Concartio in a concart ty tha
Zurich Chamber Orchestra tonight at Theeter 11 ,
Thurgauarstrassa 7 ,
 singa arias by Vivaldi, Mozan,
Barilioz and Rosalli on Fri in tha
Tonhalle (281 1600)

## 隹     <br> William Packer 



Joe Rogaly Men without vision and no particular place to go

.




## Italy fudges privatisation

| bling tbat of a developing country rather than that of the | However. the Italian govern- |
| :---: | :---: |
|  | country rather than that of the ment mer the |  |
|  |  |  |
| small and medium-sized firms |  |
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| (rit Eni and a few other pri- |  |
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| ${ }^{\text {as }}$ The present maxage |  |
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| tbe companies cootrolled by Iri. Eni, Enel and Ina has a stroag political orientation |  |
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| paaticulariy towards the Caris satioo is partial when entity retains |  |
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| aod Socialistparties The for- |  |
| mer has been Wishes to maintain structure |  |
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| management to pursue bot |  |
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| wn to a point where it it in investors who have no interestto obtain unusuallyin company administration or |  |
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| $\begin{aligned} & \text { ship has become } \\ & \text { normal practice. } \end{aligned}$ |  |
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| In recent weeks. Italy may ano, and the Eni mechanicalseem to hava been infuenced |  |
| sy the wave of privatisation |  |
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## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL


BBC World Service - objective facts and no sensationalism

|  | point of view - a valnable |
| :---: | :---: |
| se |  |
| seotiments rrom the Nether- | Whicb to spend part of tbe |
| radio programme | Many of us cinsomniacs, work- |
| the BBC World Se | ers, drivers) listen to tbe World |
| 㖪 to and | Ser |
| pple in the | the BBC could save (or spend) |
| he next best Englisb | broadcasting the World Service |
| rogramma is surely |  |
| mave Radio 4. It is heard | all-uk freqoency, instead of anotber oews |
| 䢒 |  |
| to Ireland, a catchment area of | Let us have a broadcast |
| np to 300 m people. 1 once heard np to 30 a | sourre of objective facts, to matcb the FT in print rather |
| as quite |  |
| 4 vie | S |
| table. | Thomas E Whittle, |
| Tbese two programm |  |

Cues that are still holding back women in management


## REPUBLIC OF LEBANON

as a part of the plan of generalization of the telecommunication sector throughout the Lebanese Territory

## PRE-QUALIFICATION OF CONTRACTORS

In order to Implement tha govemment poltcy to fuffill Lebanon's needs in various public utilly services, inctuding
And aiming to undertake the necessary measures to reach a minimum service densty of $35 \%$ in
And as the data accumulaled in the Ministry of Post end Talecommunications (MPT), and incorporated in the
nel Emergency Reconstruction Program (NERP), indicales tha necessity to provide a mnnimum capacily of 1.5
500,000 subscriber IInes trough inplementation of tua cellular network
500,000 subscriber lines itrough rehabilitation and modem

Tha govemment has mixialed separate measures to modemize, divelop and extend the exsting network Lebanese Teritiory Innes ctrough implementation of a modem digital mobile radio cellular system covering all the
A. Phase 1 : Withln six month from contract notification date
a- Phase Il : Writhin the 12 montt from the completion date of Phase:
Phase III : Within 12 month from the completion date of Phase II

- Phase V : Within 12 month from the completion date of Phase IIII

Phase $V$ : Whichin 12 month from the completion date of phase $\mathbf{V}$
A mobile radio-cellular system of the GSM type will be Implementeg on the basts of tha BOT concopt as
describes in Tarms of Reference propared for this purpose to
to
This project will be executed under the supervision of engineers and consultants appoinled by MPT and CDR.
Reasons for not pre-qualtyyng any firm or consortium need not be givan, and no costs incurred in pre-qualificalion
The MPT and CDR invte contracting

noon. Pre-qualification bids with all supporting material shan be submitted at CDR offices no iater than March 3, 1993 at

## Einanclal times tubspay january 12 ige

FINANCLAL TIMES
Number One Southwark Bri Tu73 3000 Telex: 922186 Fax: 071-407 5700 Tuesday January 121993

## A last task for Mr Bush






I


 Early morning passengers arriv-
log at Londons heathrow airport ing at London's Heathrow arriont
on July 1 ng9n watched in firberied
as a man dressed in

 Bratitin's precocious long Adistance,
airline which bhat das began lying
from Heathrow.



##  <br> 

governor dines
$\qquad$

## Virgin's honour remains intact

Michael Cassell and Paul Betts track the acrimonious battle between British Airways and its smaller rival


An antant at rase aus

筒











 and








employees shredded documents relating to Vhrgin activities and that
the airline
 tive "They knew our loading
ever fligbt and even where our
passengers lived. They Mmew every
thing before Richard Branson" A series of mysterious thefits firm
the vehicles and homes of senior
Virgin
 campaign, served to heighten fears
that the business was undder tatack
Whatever the reality both camps
were to become coant, were to become convinced each
being
Bransied upon by




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expanding feet serving charg
rose from sis3
Thro Throughout 1990. VIrigin ran in
other problems. The BA
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Almost at once, VIIgin fencilictim
to $a$ price war in which tens of

Don't shoot the messenger n Brian Basham's involvement
on fhe murkier side ol Brititsh
Airways row with Virgin is not on the murkier side or Brititis
Airways row whth vircis not
the first time that the best known
ustreet fimber in the first time that the best known
"street fighter in City
rulations has beenc in a spot of bother, and it is unilikets to to e the
last. Aithoush be has come off wast. Aithought be has come this bine he is ulikiky to
retirie trom the trade. He enjogs retire from the
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ar too much
if tar too much
The workholic son of a south
Iondon butcher, , be is one of the more endurting fixtares in the
topgy-turvy world of City PR Fis Lopse-turyy worncid city sity which
nose for a good viluaber over the
bas proved so has proved so valuable over the
years to cuvntless francial
jourmalists who jearn
joulistst wheo oten use bim as
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by expaile Maill chty edttor Sir
Patrick Sergeant doyen the by ex.Daly Mainty yedior
Patrict
oldstyle city entitors olds-style dity editors.
Hel learnt his trade with John
Addey, the exfarl Addey, the ex barrister who invented modery financial PR Th
was searky 20 years ago and since
then
 a view, and often a role, in many
of the clity s jucier stories. In bis of the city juicier stories in
neyey yin the 1980 s he was the
"best bid man "best bid man around", says one
rival. Indeed, some nervous rival. Indeed, some nervous
companies hired him in order to
stop him working for a predator.
ind


It mas. But whatever one thinks
about his husiness about biss husinesse methods, he
is as surivor. Atter hhis own pubicly
quoted com and quoted company ran inton financial
trouble in 1933 , he quickly reemerged with another husiness.
thf he has a fult he doesn't follow
the aivice of one of the advice of one of his protéges,
Alan Parker now runing
Brumswick, one of the City's more
sucoser




## Inside job

Expect musical chairrs at Pechiney, the French stateoowned
aluminum and packegeing grouo aluminum and packeaging group,
where chairman Jean Gandois is
rebuilding his recently depleted rebullding his re.
execurtive team.
The top siom ins in Prench bussmess
and politics are becoming almost and politics are becoming almost
as peppered with ex.Pechiney
execnt exectuives as with alumn of Saint
Gobain the eqass and pipes group, long regarded as the training
ground ofr ranceces indiustrial elite
 quit an cinance director to become
a manajing partner of the Paris arm of the Rothschild baaking empire. Fie is just the latest in a
distringuished list of Pechiney defectors. Martine Aubry, daughter of Jacques Delors, the European
Comimsiou presideant, lef as Commision presideat, eief
Pecchiney's social affatis dree
lest year to become


OBSERVER

while the year before that saw the departure nf former managing
diteretor J Jan-Martin Folk to become general manager of Eridiana group And don't forget that other old Pechiney hand, Bernard Pache tate-owneed computer maker. So the new faces on Peechiney's
executive committee will be worth executive committee will be worth
watching in the years aheac. No watching in the years ahead. No
clues yet asto wo they will be
housh the word is that they will thought the wo
be masiders.

History lesson



In retrospect, BA's
tactical error in the tussle was to give Richard Branson the proceedings


Buarr, how were some BA people
But
hen

 would have beanatrical publicel crease
disaster. BA would pay up. Damages apart, BA fari $i$ affiond
to see its reputation further under-
mined at a time when it
 Tbe $\operatorname{\text {Fanco}}$ is not exppected to
claim any irmediate victims among
the hinher rane nf BA manage ment
aroum
not
ron na
Ba
Lond
Lond
 president. .fe mill nin olidutht be bo hat then have been largely frogortten,
in the meantime, bbas bas more
immediate priorities. With that

 that no matter how mucb
govermments say they

 Take Harold Macmillan's
Conservative administration Bara
a year after being elected in 1959
with a man with a manifestio promising more
openness, the overment
sabotas, sapotased a a pivate member's bill
to open local authority meetings to open local a
to the press a
The erevelatio The revelatinns, published today
by the tireless Campaign for
Toned by the tireless Campaign for
Freesom of fromation, gain piauancy from the identity of the
backbbencher who was forceed to
actept $a$ watered do
 Maryaret Thatcher, the new
elected MP for Finchley.

## Refresher

-II yesterclay's stormy Trafalarar to go by the group should speed to go its search gor 2 new chairman
to orelice poor old Alan Clements to replace poor old Alan Clements
who has been left holding the helm. Clements, an ex-ICI finance drrector, may be jolly good at
adding up the fifures but he adidng up the iigures but he is nou
the best of persons to control a rowdy AcM ansons to contore tree
confidence of 5 mall connicience of smail shareholders,
still manting from a slassed
dividend
Gis diffident and otten dividend His difidident and otten
defensive performane allowed the
meeting to rarg on for over tww meeting to drag on for over two
and a half hourn well past lumeb
time. As any seasoned chairman



Prime object - John Birt, the new director-
general of the BC, was remarkably
frank y yesterday when he smelt frank yesterday yhen he semarkel out
details of his reorganisation plans detais of his reorganisation plans
at the corporaiou A Programe
Strategy Review across all he Strategy Review across all the
directorates of the
保 under way im mediately.
The review will be tis year stimulating and highly enioyable.
Exacty what we mall joined the BBC
to do," he said Hope the to do." he said Hope the
programmes will be enjoyable too.

Privy squeal IOh dear, what can the matter
be? Yesternay observer praised
 to use his portable pbone while
on 2 train, made the
all from the on a train, made ihe call rom the
lavator because hewas tho
embarrassed to be seen taking the embarrassed to be been taking the
thing out in a public acriaige..
Alas, readers should beware of thing out in a public carriage
Alas, readers should beware of
doing iikewise

A man who happened to be
travelinin in the dadiacent coach
reports that he and everyone else traveani hin he aduacent coach
reporst that he end veryone les
present overheard not onvy the present overheard not only the
remart quoted but everthing else
the wouldobe discreeet caller said the would-be discreet ca
in the cooversation.

Tuesday January 121993

Branson claims 'total vindication' after two year legal battle Virgin awarded
f610,000 payout
in BA libel case

By Peul Batts and
Michael Cassell MR Richard Branson and his
 twe vear sirity tricks" legat bat




 Athe iliegal use of virgin
 seataive streding of docume
relating to virgin activities. roline sprasing oft hosesie and Virsin which will als bave to
meea several million pouns in legil mosts. apologised "urreserv-




 in the midst of an ambitions
Interational acousititon strategy
UN chief urges German military role


Ebro sale

## Continats ten paea 1

## Bron eqnity as collateral for



 Shased wherdiavil tro sionin
 The spokeswoman denied that
be government would prod toe government would prod
rabacalea, the goverumentcon-
frolled tobacco monopoly riolled tobacco ononopoly which
Iready owns jus under 5 per
Ient of Ebro. into bididing for the Torras stake Analysts say Tabacalera, par Huer of the dorestic edible ol ronp
ronposoa, is the sole Spanisb
close to the agribusiness

auzri is viewewan as a f fort roune
among the potential buyers. Smong the potental buyers.
Sorre analysts sppecalated that
cerrza migbt be ruled out by
 ucker. the Gersman sugar group,
tbougbt to be too


UN. Mr Soutros Gbali is expected
to adopo tough stance towards
these issues when bereents the
leaders of the parliamentary tac leaders of the parliamentary fac-
tions In IRonn foreigu minister, whose Free
Deiocratic
man troops opery favours
mer. Democratic party favours Ger
man trops
UN's buratitu under the belme

Une | erning Christian Democratic |
| :--- |
| Union/CChrsitian Sccial Union and |
| FDP coalition and the | FDP coalition and the opposition

Soclal Democratic party would
meet this week to try to resolve meet this week to Risk to German economy, Page 2

## Overstaffing may put strain

 on Japan's social contract| Charlaa Leadibeator In Tok | rate was creating a structural | daployed a variety of measures to |
| :---: | :---: | :---: |
|  | rate of growthe of the lid |  |
| they | to below 1 per cent a year |  |
| Ing | However, senior ministry offr. | time, freezing recruitment and |
| lisbed yesterday, raising the pos | cials believe aome companies |  |
|  |  | However, witb most companies |
|  |  | 硣 their third year of declin- |
|  |  |  |
|  |  |  |
| be ted last month indust hes | $\begin{aligned} & \text { first three months of tul } \\ & \text { This raises the pr } \end{aligned}$ | tbrougb a more aggressive approach |
| Labour, fo | more | in the past four months, about |
| , electrical appliances. | hard-p |  |
| rities and information ser | ${ }^{\text {tronces }}$ panies like | ment for subsidies to help |
| tafted. | e |  |
| This mounting concern marks | ently announced plans fo |  |
|  |  | these subs |
|  |  |  |
| dhat Japan's slowing birth | most Japanese companies bave |  |

## Hopes grow for Bosnia peace talks

 sion of Quebece Inc cited the pos
has mane
with Significantily, however, the Bos
nian Sert leader sate nian Ser leader sald more nego
tiationswer readred
the Serrs with addtional gruarian-
tees.
Later Mr Fred Eckhard conferLater mi Fred Eckhanc confer-
ence spokesman, sald that in
sipete of Mr Karataics reserva-
tions, the Bosian Serb leader





## Substantially improved half-year results

| Half year to 30 September | 1992 | 1991 | $\%$ increase |
| :--- | :---: | :---: | :---: |
| Turnover $£ 000$ | 40,659 | 38,613 | $+5 \%$ |
| Profit before tax $£ 000$ | 3,676 | 2,874 | $+28 \%$ |
| Earnings per ordinary <br> share of $5 p$ | $6.3 p$ | $4.9 p$ | $+28 \%$ |
| Dividend per ordinary <br> share of 5p (net) | $1.8 p$ | $1.71 p$ | $+5 \%$ |

Order intake in last three months higher than in corresponding period last year.

Recent sterling devaluation improves competitive position
CARCLO ENGINEERING GROUP PLC Leeds, West Yorkshire LS4 2AO


FINANCIAL TIMES

COMPANIES\&MARKETS
Tuesday January 121993
өtre financtal times limiteo iws

## Banesto to securitise corporate loans

Japanese move to
stop equity sell-off
 year And. The ministry is reviving a directlivs,
issued last August, in which It announced mea-
and eures ieslgned to restore conflidance In tha
banking aystem and the stock market. Page 20

Sandoz out in front





Ladbroke expands in Argentina




Warm welcome in oilfield A warm and genarose welcoma is assurod for
any Invest intarestod In a cheap butp potenn-
tally troublasoma atake in Canada's most taily troublasoma arake in Canada's most Ottawe has been scourlng tha givarnational oll
industry tor someone to take up to 25 par cent


## 




## Saudi prince buys stake in

 Saks Fifth Avenue store chain
## By Nikkl Tall in Now Yor




Tomkins up despite lower sales







Tandy to separate into two divisions
By Louise Kshos
in San Franclisco TANDY, one of ths largest US
consumer electronics retalers
 by spinning ons
ing operations
The manufa
 equipment, office furnitiure a
other oonsumer proincts. It wiul
be publicy traded. be publicly traded
Thandy. meanite, wiil co
tinue operating its chatn of 7.00

 stores in the US that sre anpri
table will be colosed
Mr John Roacb. chief execntiven
 from our mannfacturing has
ness will pernit randy
on fetailing and its new
retain on retail
concepts
line.
ine.,
He edded; "We don't want our
retail formats to be impeded by retail formats to be impeded by want to open new opportunit
to our mananuacturning slde.,
For the fean ended June
Tsndy recorded earninga

 op of Tandy's manfocturing
operetions world wide. Intbe
1992 fiscal year, the comblined sales of these units as a separa
company $\begin{aligned} & \text { Fuld have hen abo } \\ & \text { s1.5hn. TE Electronics expects }\end{aligned}$
. lake o pretax charge of ab.
sazom retated to the spplnof
The sales of Trandy's reta

 December were 560.4 .6 m ,
cent increase on last year.
Tend Tendy will take o 547.5 mm
cherge for retrnctoring its
cetail operations includilig the
 of Tandy's
wound not be bentected. emple
sto
sharesholders will Stockholders will receiv
shares of TE tin the form of
cax-free dividend pendin

 agreeandy sald yesterday it had
ititivaton bevemean ontstandilig
Texas Instruments.

INTERNATIONAL COMPANY NEWS

Sandoz awakens from slumber to rejoin global chemical leaders
Ian Rodger reports that the group is closing the gap with its rivals


## Trafalgar House auditors criticised in AGM vote



Siemens, Skoda in fresh talks

| SIEmRNS, the German |  | to the Suzuki factory in Hun- | \% |
| :---: | :---: | :---: | :---: |
| is ${ }^{\text {che }}$ group. is | EWS IN BRIE | gary and was seeking markets |  |
| Skoda Pizen of the |  |  |  |
| ible | France's Crédit |  | fact that the December pack- |
|  | ter reports from |  |  |
| mens |  |  |  |
| Siemens spokesman said | Tbe Frencb state-owned | 1991 on sales of 2 bn forint it | after their sem |
|  |  |  | - Both Standard \& Poor's and |
| and Mr Wolfram Martinsen, a |  |  |  |
| Slemens management board | of last ye | - COCKERILL SAMBRE, the | have followed Moody's decl- |
| mber in charge of the trans- | equity injection totalling |  |  |
| Sort | The new $t$ | ta |  |
| Earlier talks | place | ities despite poor | grade following the amnounce- |
| join | wh | Renter reports from $\mathbf{B}$ |  |
| power generation and trans- | retura to prointable business | Mr Jean Gandois, the chair. man, met union representa- | - The |
| about the terms. | said | tives yesterday and fold them | long-term debt in Baltica Hold- |
| Slemens has sair |  |  |  |
| ally | dinary items, |  |  |
| operating with Skoda, but | 19 | include modernlsing one blast |  |
| joint ventures had become | - a consortium of four | du | from EBB to RBB minns hy |
| dom |  |  |  |
|  |  | week that it was likel |  |
| groups would focus on the |  | a 1993 loss in its steel |  |
|  |  |  |  |
|  |  |  |  |
|  |  | French pharmacentical com. | 1992 and a 40 per cent rednc- |
|  |  |  | the year |
|  | ti | control | eve |
| Micbel Renault managing | planned |  | expected |

Moody's downgrades six Swedish banks TGIR LONG-TRRM debt ratings THE LONG TREM debt ratings
of six Swedish hanks were
downtad downgraded yesterday by
Moods Investors sevice, the
US rating agency, while two





JANUARY 28, 1993

## MATIF INTRODUCES THE FRENCH TREASURY BOND FUTURES

## CONFERENCES:

PARIS MONDAY, JANUARY 18TH, 1993. 5:00 P.M. Grand Hótel. 2, rue Scribe
LONDON
Tuesday. January 19th, 1993. 5:00 p.m. May Fair hotel stratton St
NEW YORK
WINDOWS ON THE WORI,
One World trade Center, 106th Floor
chicago
Monday, January 25th. 1993. 4:00 p.M. Nikko Hotel, 320 North Dearborn Street
FRANKFURT
TUESDAY. FEBRUARY 2ND, 1993, 5:00 P.M. arabella Grand Hotel. Konrad-Adenauer Str
PROGRAM
Presentation of the Cash market
The matif french treasury bond Futures
StRATEGIES
THESE CONFERENCES WILL BE FOLLOWED
by a Cocktall reception

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[^1]
## INTERNATIONAL COMPANIES AND FINANCE

## aders <br> 

## Hewlett-Packard to invest $\$ 16.5 \mathrm{~m}$ in Netherlands laser printer plant  hewlett packard, the os  auction lines for laser printers at its European distribution entre in Amersfoort, in the When completed in March, he expanded Dutch facility will have two prodnction lines 30.000 pritters per month The Dutch site, which is To The Dutch site, which is set to douhte in size to 20.000 square metres, may eventually <br> BCE takes 5\% stake in Spar Aerospace By Robert Gibbens In Montreal BCE, Canada's hlggest telecommunications group, has houbbt a 5 per cent tidrect interest in Spar Aerospace in order to ensure a strong role in C38.5m subordin hy chalrma BCE development of interna. <br> sat, the Canadia olliestic commmunications sat ellite operator which was pri vatised recentry.

| NORTHAMM PLȦTINUM LIMITED <br> (Hegistration No. 7710328206) (Incorporated in the Reputitle of South Atrica) |  |  |  |
| :---: | :---: | :---: | :---: |
| income account | RE |  |  |
|  | month |  |  |
|  | ${ }^{\text {prber }}$ |  |  |
|  | 4000 | но00 |  |
| Finarcing cost interest and suxdry tax | 7250 |  |  |
|  |  | (10895 | (200) |
| Not expeanditurathoonne essats | a 187 | (10056) | (14485) |
| balanceshet | $\begin{array}{r} \text { eAt } \\ 31 \text { December } \\ 1992 \\ \text { RODD } \end{array}$ |  |  |
| Fixed assets Loan alvanced Not cumen! assets/(riabirites) <br> Net assets | 13988888 15041 | $\begin{gathered} 1054675 \\ 15041 \end{gathered}$ | 1217706 15041 |
|  | (201 1916) | 128359 | (84674) |
|  | 1188073 | 11980 | 1198073 |
|  |  |  |  |
| Shere capital | 119807 | 180 | 1188073 |
| $\begin{aligned} & \text { Caphate expenditure } \\ & \text { umuuche } \end{aligned}$ |  |  |  |
| Motas <br> Rights Offer <br>  |  |  |  |
|  <br>  |  |  |  |
|  <br>  meanumpan Compher <br>  <br>  Mpomedine ar ime id |  |  |  |
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|  <br>  carrant fruminid yaz. |  |  |  |
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| 11 mavary 188 |  |  |  |

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ETSURVEYS

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Northern
Telecom in
tie-up with US group
NORTHERN Telecom
Canada and Bell
the tlantic the IS have formed a partee
ship to markel and sevice prit
nit vate telecommun 1 cation Hitems pimanily in its mid


la
NWA and KLM win anti-trust immunity deal By Nmak Ton
TRE Ds Department


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Japan's MoF in bid to stop equity sell-off by banks

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## 

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| :---: | :---: |
| (212) 315-7284 | (212) 980.7600 |
| Lawrence B. Wolfe | Paul M. Stern |

 gold mine

## GFSA to sell assets of

 lossmakingToray bucks trend and expands overseas
The Japanese textiles group sees room for more global growth, writes Emiko Terazono

|  |  | the "hubhle boom" of the late | tive fibres and textiles which |  |
| :---: | :---: | :---: | :---: | :---: |
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|  |  | Ms Madoka Umetsu, analyst | the development of mlcro- | aim |
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| The rush back to domestlic markets by other Japanese | to increase production capacity in the late 198bss, analysts potat | costs and drowing competition from southeast Asian also pro- | Lossess at Troyy construc- tion a constrution amfliate, | applications of high technolegy |

## Mitsubishi to drop mainframe pros



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## Warm response for Ontario's \$3bn global issue

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LCH seeks
£120m guarantee

## from holders



Italy may consider \$15bn borrowing programme this year

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| Dai-Ichi shuts Bombay office |  |
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market statistics



## More bad news awaited from demerged women's wear company

## Alexon falls on profits fear



## Waterford Crystal's workforce agrees to cost-cuts

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Savings help AG Barr advance 80\%

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## Trencherwood agrees

 refinancing package| By Vanessa Houlder, Property Correspond | subsidiary which will be for a nominal sum. |
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| a refinancing p | liacures of $\mathrm{fl} \mathrm{m}^{\text {m }}$ |
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| Regional press tipped as growth industry |  |
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| Abbey National injects $£ 36$ m into French subsidiary |
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Swiss acquire 11.9\% stake in HunterPrint

| Fulle | chairman in Auguat. The |
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| A SWISS Company has takeo | take-up of December's issue by |
| 11.9 per cent stake in Hun. | ${ }^{22}$ per cent |
| rint through the specialist | The proce |
| , |  |
| share price rose 7p yes. | gations on printing machimery |
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| in December's $£ 18.3 \mathrm{~m}$ | nary ahare placing. also |
| issue. | received f5.2m of new convert- |
| erag, which has supplied | fer |
|  | leasing compenies have gained |
| the largest shareholder with | stakes of between 3 and 4 per |
| 6.9m shares. Its interest in the | cent. They are Summit |
| group, which | ing. ${ }^{\text {\& }}$ ¢ $G$ Eq |
| pretax last year, is describe | wich Union Equipment |
| dis. | Finance. The total number of |
| rehagolders | 1s |
| ing the rescue issue, Honter- | 7.7 m , or 133 per cent. |
| Print's second in two years. | financing Barclays |
| The first involved Sir ian Mac- | a new credit facility of |
| Gregor, who was ousted as | c14.9m. |

Ladbroke to open 70 shops in Argentina

| Paul Taylor | Under the agreement, the |
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| Ladiroke racing, part of |  |
|  | he distribution and mar- |
| and betting group, sal | ketting of Palermo's pari-m |
| erday that it plans to | tuel (totestyle) betting to |
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| next five years. | offtrack betting shops and its own facilities. |
| The move, which represents | Racing is extremely popular |
| another indication of the | in Argentina but the betting |
| between Argentina and Britalnhighlighted by the visit last | industry is relatively undevel. |
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|  | ${ }^{34}$ offictrack betting shops, bnt |
| week to Buenos Aires by Mr | \$1m (c600, 000 ) in hets each |
| retary, could provide tbe group with an important entry into Argentina's lucrative betting |  |
|  | Mr Peter George, Ladbr |
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| Argentina's lucrative betting husiness. | -Our racing operations have |
| Ladbroke has reached an agreement with Hipodromo |  |
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| agreement with Hlpodromo | years. Horse ra |
| runs the Palermo racecourse in the heart of Buenos Aries close | ${ }_{\text {ost }}$ |
| to the River Plate - one of the country'a two premier race tracks. Racing is held at Pat ermo three times a week |  |
|  | are delighted to have gained |
|  | the apportunity to be the lead. |
| throughout the year. | in the country |
| British Sugar calls off talks to |  |
| stake in San Francisco refiner |  |
| Urry |  |
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| British Sugar. the beet processing and marketing division of Associated BritishFoods, has called off talks | ers who send their raw <br> to the refinery for |
|  | d distribution It is |
|  | hrand of sugar in |
| to huy a stake ln a San Franclsco-based caoe sugar refiner. | the west of the US. |
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|  | ment apart from two factories |







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Tables turned as Aberdeen Petroleum becomes the subject of an unwelcome US approach

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# have entered into a joint venture agreement to develop the insurance activities in Spain through the establishment of <br>  

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Minister sparks row over Zambian copper finances

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Norilsk manager reveals nickel ouput

## Oil market steadier despite Opec worries



Indonesia expects bigger coconut crop

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## Chicago lumber prices soar as weather cuts supplies

| By Laure Morse in Chicago | mouth reached an all.time high | gon and Washington state time |
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## MARKET REPORT





# Heavy selling hits second-line stocks 



## Cash call concerns <br> hit CU

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## HSBC supported

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FINANCIAL TIMES



## america

Dow recovers despite further tension in Gulf

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Finland rises as door opens to foreigners

 asia pacific

| Tokyo <br> THE NIKKEI average traded in a narrow range 5esterday before slipplng sligbtly towards tbe close. writes Bethan Hutton in Tokyo. <br> The index closed down 45.14 <br> at 16.589 .55 , Its fifth consecuHve fall, having seen a low of 16.698.30. <br> Declines outnumbered <br> advances by 577 to 277 , with 226 unchanged. Particlpation weakened, and volume dropped after 221 m on Friday. The Topix index of all first section shares lost 5.59 to 1.233 .93 and, |
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Middle East fears put bourses in cautious mood



#### Abstract








Nikkei weakens as Hong Kong gains $\mathbf{2 . 6}$ per cent

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#### Abstract

February DEW Dow and a a thin sumann blit th       one-for-four rights issue. BANGKOK's bank slowed down atter last week's grains down after last week's gring but the SET index was still 5.9 I higher at 926.70 in turriove BaB.8.0bin Thai Farmers gained Bts to   Bt348, while Bangkok was unchanged at Btio


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## Read the Financial Times Magazine for Expatriates




[^0]:    We arrange management buy ours and buy have already backed.Why don't you send
    ins valued at $£ 10$ million or nore. We nuw your business plan to us today: Ir could

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    Creative Capital fur Management Buy.Ours.
    

[^1]:    

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